



DEPARTMENT OF THE ARMY  
ASSISTANT SECRETARY OF THE ARMY  
INSTALLATIONS AND ENVIRONMENT  
110 ARMY PENTAGON  
WASHINGTON DC 20310-0110

19 AUG 2005

MEMORANDUM FOR DIRECTOR, MILITARY PROGRAMS, U.S. ARMY CORPS  
OF ENGINEERS

SUBJECT: Military Construction Transformation Strategy

1. I have been advised of your Military Construction Transformation Strategy to provide better facilities, faster, and at less cost. I applaud and support your proposals for use of design-build, prescriptive requirements, industry functional/technical criteria, standardization, and other planning/engineering/procurement innovations. These best practices will allow us to leverage our critical resources; however, we need to be aggressive in implementing these initiatives. Piecemeal or selective implementation cannot be our approach. I ask that you apply such practices wherever possible starting with the Fiscal Year 2006 military construction program. Exceptions should be few. This is critical to providing facilities in support of BRAC 2005, the Army Modular Force, the Integrated Global Presence and Basing Strategy, as well as our regular Military Construction Program.
2. I look forward to working with you to meet the facility needs of our rapidly changing Army.

A handwritten signature in black ink, reading "Joseph W. Whitaker", is centered below the list.

Joseph W. Whitaker  
Deputy Assistant Secretary of the Army  
(Installations and Housing)  
OASA (I&E)

CF: ACSIM